ServiceIQ

HELPING OUR CUSTOMERS SUCCEED BY GROWING THEIR TALENT

Travel Sector Skills Summary

Contents

Hinonga Kōkiri Head Start Project

The Hinonga Kōkiri / Head Start Project is an initiative from ServiceIQ that brings together service sector stakeholders from industry, employers, schools, tertiary education providers, and iwi throughout Aotearoa New Zealand to reflect on the impacts of COVID-19.

The purpose of the project is to hear stakeholder perspectives on:

- how COVID-19 has reshaped vocational pathways and business, and
- what people and skills, training, and learning pathways are needed to get a head start to COVID-19 recovery.

The stakeholder consultation began in October 2020 and concluded in January 2021. In total, 321 sector representatives attended 41 focus group sessions in 10 regions throughout New Zealand. Their perspectives shaped the creation of online surveys, resulting in 488 responses that provided further views on how COVID-19 impacted the service sectors, and what support is needed for recovery.

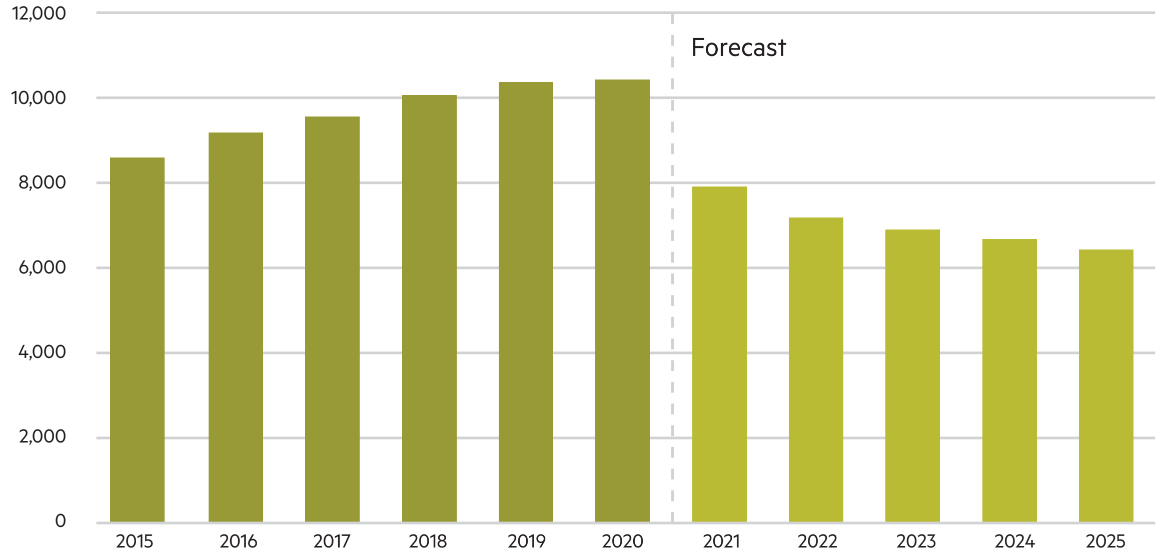
The consultation results have been combined with industry insights, data and forecasting to produce nine sector skills summaries, one for each sector represented by ServiceIQ in our capacity as a Transitional Industry Training Organisation for the Services Workforce Development Council. This skills summary is for the travel sector. There are eight other summaries for the aviation; accommodation; cafés, bars and restaurants; catering; clubs; quick service restaurants; retail and retail supply chain; and tourism sectors.

From this research ServiceIQ will produce a workforce strategy for the Services Workforce Development Council Interim Establishment Board. The strategy will include industry, employer, schools, provider, and iwi voices. In this way the project gives service sector stakeholders an opportunity to shape vocational education in Aotearoa New Zealand.

The report is structured into five main areas to show what impacts COVID-19 has had on the sector; the sector response to COVID-19; key drivers of future success; skills needed to support sector recovery; and skills initiatives and strategies.

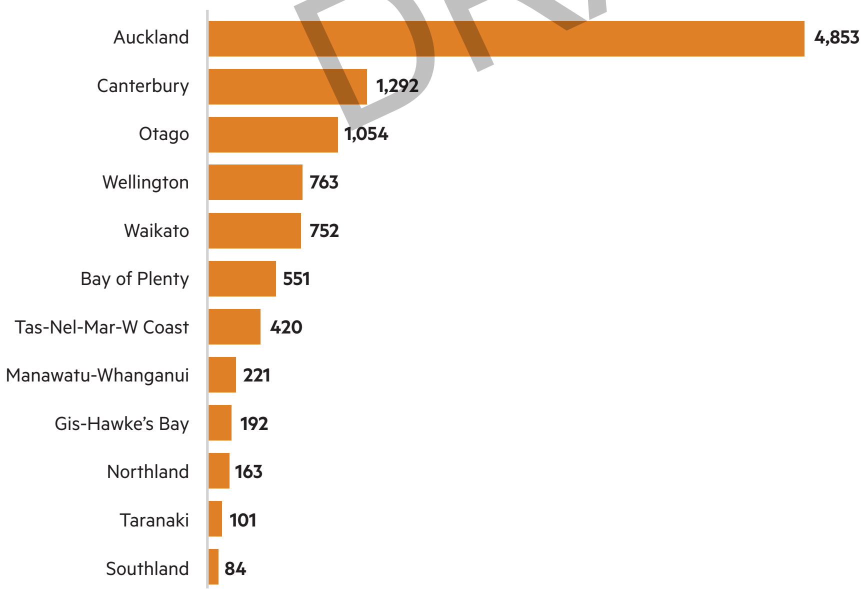
Travel Sector Snapshot[1]

Travel sector jobs



- Prior to COVID-19 there were 10,446 jobs in the travel sector workforce and the sector was forecast to grow 8.7% between 2020 and 2025. Infometrics now forecasts job losses of 2,522 or 24.1% of the travel sector workforce in the year to March 2021. There are forecast to be 719 fewer jobs (9.1%) in the year to March 2022 and 3.8% less (273 jobs) the following year. By 2025 the travel sector workforce is forecast to have a total workforce of 6,456 which is 3,990 fewer jobs than before COVID-19.

2020 Regional employment



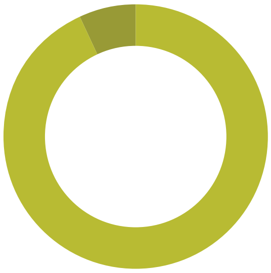
- The travel sector self-employment rate in 2020 was 22.4%; higher than the self-employment rate for the overall economy which was 16.8%
- There were 1,139 business units employing one or more people, with an average of 3.7 filled jobs per business unit.

[1] Sector data and forecasts supplied by Infometrics February 2021. N.B. 2020 sector data is as at end of March 2020

2020 Sector data

10,446	9,401	0.6%
JOBS	FTE JOBS	GROWTH FROM 2019–2020
0.4%	**$579m**	**$61,612**
OF ALL JOBS IN NZ	GDP	GDP PER FTE

SIZE OF BUSINESS



- Under 20 employees – 93.2%
- 20 employees or more – 6.8%

HOURS OF WORK

- 30 hours or more – 77.6%
- Less than 30 hours – 22.4%

SKILL LEVEL OF ROLES

- Medium to highly skilled – 83.9%
- Low skilled – 16.1%

GENDER

- Female – 67.8%
- Male – 32.2%

- Over half of travel sector roles (55.6%) are medium skilled which align to job skill requirements for a Level 4 qualification.
- Travel consultant roles make up 39.5% of roles in the travel sector.

Sector demographic data from 2018 Census

ETHNICITY[2]

- European – 71.8%
- Asian – 20.2%
- Māori – 8.9%
- Pacific peoples – 3.5%

BIRTHPLACE

- New Zealand – 60.1%
- Overseas – 39.9%

AGE

- Over 30 – 75.6%
- Under 30 – 24.4%

QUALIFICATIONS

- Post school – 68%
- No post school – 32%

- In the 2018 Census the average age was 42.6 years for the travel sector workforce.
- There is a wide variation of post-school qualification levels in the travel sector with 31.9% holding no post-school qualification, 32% with a post school certificate or diploma and 30.8% of the workforce qualified with a Bachelor Degree or higher.

[2] Employees may identify with more than one ethnicity.

Sector Consultation Insights

1. The impacts of COVID-19 on the travel sector

Customers / Products / Services

The travel industry was one of the first sectors to be impacted by COVID-19 as travel restrictions were put in place. It was severely impacted from when the borders closed, and the uncertainty is crippling the industry with a massive drop in revenue. There has been minimal new international travel business since late February 2020.

In general, customers are experiencing confusion and uncertainty around booking trips. They are still reluctant to book things ahead without knowing the global impact of the COVID-19 vaccine, the spread of the virus, and future decisions around travel and border restrictions.

In some cases, customers were outraged over refund issues and became difficult to deal with. Suppliers holding back client funds for their own cashflow has caused customer relationship issues. Travel agencies have been doing their best for customers as they have strong networks and communities of customers that are supportive and will be back to book when they can safely travel internationally.

Indications are that central city travel retailers that have closed will not return, with expectations that retail travel will move into communities. There is a focus on rebuilding community and culture with travel professionals being available locally and at the times people are wanting to book travel e.g. after work and weekends, or providing online options.

While border restrictions remain, the travel industry is reduced to domestic travel, business travel (with quarantine restrictions), and repatriation travel. The pace of change and travel rules changes have had an impact; a booking made may not be possible later due to travel restrictions or cancelled flights. There is currently a balance between cutting costs as much as possible while still being able to provide a service to those who want to travel.

There is a feeling that the government does not understand the travel industry and frustration at the lack of support from government agencies for travel retailers working long and difficult hours (and generating no revenue). Industry leaders from Flight Centre, Helloworld, House of Travel, and First Travel Group came together to advocate support from government for businesses to remain viable, especially while arranging cancellations, refunds, credits and rebooking for customers.

Staff

During lockdown, the wage subsidy helped with staff retention. Many staff were on reduced hours but were very busy arranging refunds, cancellations, and changes. Big decisions had to be made e.g. closing agencies, terminating leases and staff redundancies. Travel businesses were some of the first to lay off staff and close branches as the reality of the impacts of COVID-19 became clear earlier than for many other sectors. Wherever possible key staff have been retained.

To remain financially viable there have been large numbers of redundancies including experienced highly trained long-haul staff and those new to the industry who were building their skills. Fewer staff are needed now but there are concerns about understaffing once recovery starts. The challenge will be how to attract people into travel careers. Skilled people are leaving to utilise their transferable skills in other sectors; many of these people will not return. There is concern that people will be lost to other industries indefinitely due to the stress and uncertainty of working in the travel industry.

Head Office teams have been restructured with smaller executive teams now having broader roles. Support offices worked nonstop during lockdown with major decisions being made, sometimes in isolation. At store level, there are examples of several travel agencies consolidating to one store and resizing with most staff being made redundant.

Where there were redundancies, redeployment support was provided to staff, with some taking the opportunity to retrain e.g. in marketing. Where possible travel businesses are keeping in contact with displaced staff for when international travel comes back.

Good communication is key to supporting businesses and staff. During lockdown teams worked from home and kept in contact via Zoom and Facebook pages that were set up. Everyone is able work remotely and there is increased flexibility around this. All travel IT systems can be accessed via the web.

Employee engagement is difficult when there is not a product to sell. Employees are feeling a sense of disconnection due to having so few new bookings and a constant stream of cancellations, refunds, and credits. Manager stress levels are high, from managing changes at an intense rate. A lot has been asked of industry staff and this is causing stress, anxiety and impacting mental health. Customer interactions are different, with clients constantly asking where their money is, supplier refund issues, new systems & processes and changing travel rules. It is still a busy time, with few sales and many uncomfortable conversations with customers. It is hard to communicate to customers regarding travel restrictions when there are day-by-day changes to itineraries, overseas lockdowns and quarantine requirements.

There are concerns that those still in the industry are not going to be match fit when international travel resumes.

Suppliers

Suppliers had a major impact on cancellation and refund processes and the travel sector was very reliant on supplier responsiveness. There was minimum contact from some suppliers as they were working through their challenges e.g. airlines. In other cases, there was overcommunication e.g. cruise operators.

Some concern has been expressed over a lack of assistance or support from IATA around compliance management to support the trade.

International air travel is a key product that travel agencies rely on to run their business. The lack of supply currently means that there is nothing to sell and no way to make income from international travel. It may be difficult to recover quickly if borders suddenly open again as suppliers have also experienced large restructures and redundancies.

Operational / Process

Operating models have changed with most businesses restructuring. Some travel agencies have hibernated, closed or are operating 3-4 days a week and/or shorter hours. Some have repurposed their store for alternative income e.g. sharing with a real estate firm or a pop-up store.

A lot of change has happened at a fast pace, including processes for cancellations and refunds. It is challenging keeping up with information on travel restrictions, quarantine rules, and border closures. This creates uncertainty for operators on how to run their business and in communicating with clients.

Training Providers and Schools

Travel and tourism training providers were impacted by the decline in international students. Those offshore could not return and no new internationals arrived, with international students in New Zealand looking for employment pathways. Some providers have cut programmes due to low numbers and employability pathways, but others have had increased domestic enrolments (from displaced employees and school students not wanting to return to school).

Secondary schools report lower enrolments in tourism as a subject in 2021, which traditionally is the beginning of a pathway into the travel sector e.g. travel agents. There are negative perceptions from other teachers and parents, and it is expected to take time for confidence in travel careers to return.

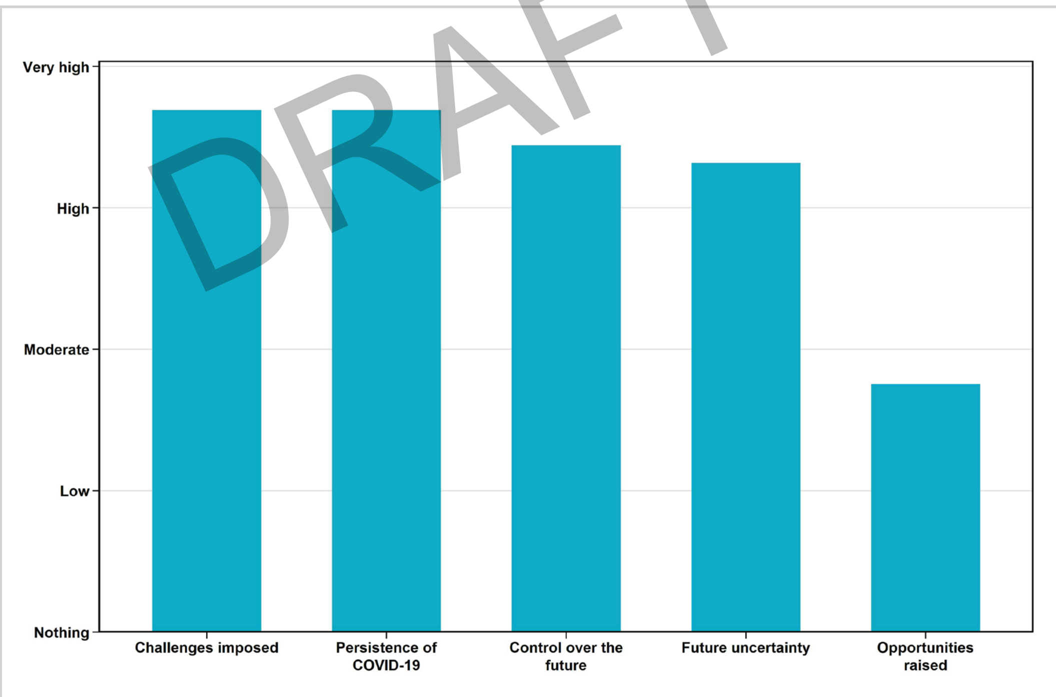


Figure 1.1. The extent to which COVID-19 impacted the travel sector.*

* Hinonga Kōkiri / Head Start Project COVID-19 Industry Response Survey – Travel sector respondents

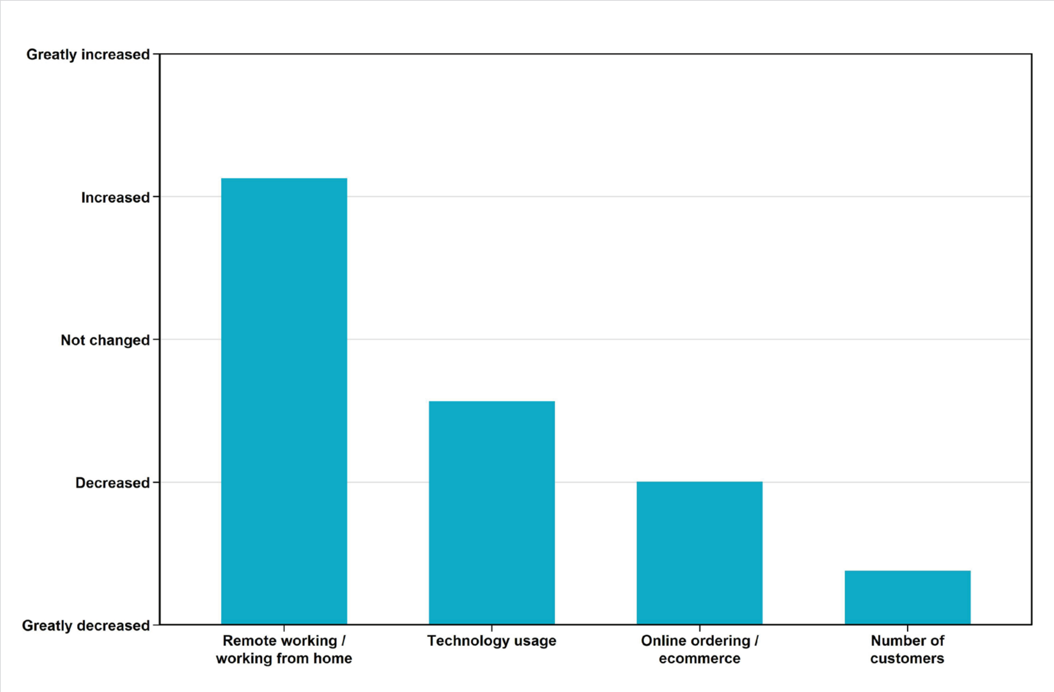


Figure 1.2. The extent to which COVID-19 influenced behaviour in the travel sector.*

2. The response to date as a result of COVID-19

Customers / Products / Services

COVID-19 has reinforced the value of travel agencies, in providing reassurance to the customer. When borders closed the service of travel agencies moved from selling travel to focusing on refunds and cancellations.

There is increased opportunity to sell domestic travel with agencies diverting groups to guided/escorted group travel and tours in New Zealand. They are keeping in contact with the customer base offering New Zealand options and future bookings e.g. cruises. The new focus on domestic travel has meant a lot of new products and training. Regional Tourism Organisations (RTOs) have run training webinars to support this.

Travel insurance has been arranged for customers who are booking overseas travel, with advice on which options cover pandemics. There is excitement about the reopening of international travel when it is safe to do so with a travel bubble and border plan.

Staff

It is difficult to lead people when there is no continuity or certainty. Leaders have needed to provide emotional support and retrain technical and customer service skills. It is important for travel advisors to regain confidence in technical processes, e.g. there is fear of receiving an Agency Debit Memo (ADM) for incorrect airline ticket reissues, and gain capability back in using travel booking systems such as Global Distribution System (GDS).

Leaders have needed to educate themselves on the legal aspects of cancellations, refunds, booking changes and organisational restructures, while at the same time navigating through this challenging period.

* Hinonga Kōkiri / Head Start Project COVID-19 Industry Response Survey – Travel sector respondents

Self-directed learning has taken place via remote training e.g. Zoom training in accounting, HR etc.

As a result of COVID-19 staff are doing more varied work in terms of tasks not normally associated with their roles. Staff need to be adaptable to demanding customers and understand consumer law, especially around refunds. Training was needed on using business systems for transparency and collaboration between consultants and clients.

The travel sector must prepare so that it is ready for international travel recommencing, with people and capability. The travel workforce has dispersed into different fields and it may be difficult to get them back. Different core competencies will be needed in the new environment, (e.g. staff having to market themselves, add value and charge for their services) and remuneration needs to be reviewed.

Communication / Technology

There is increased reliance on technology; this needs to be affordable for all. A common theme for the travel sector is an increase in using Zoom etc. for communication and meetings with employees and customers around the country. Communication is key for relationships with customers, by phone, online or face to face.

Instead of using call centres which require large working spaces, calls can be diverted to mobile phones which cuts costs and allows people to work from home.

There is a need for IT to support sharing of information i.e. people working from home are missing out on the shared information gained whilst working in the office. It is imperative to find a way of sharing new product knowledge and travel requirements with travel advisors online, due to teams working remotely.

A central source of up-to-date information on COVID-19 travel restrictions is required and ideally the technology to support this. Itineraries need to be linked to this source online so customers will receive changes of information in real time, prior to and whilst travelling.

Operational / Process

COVID-19 has shown the industry that it needs to be less exposed so it can go forward smarter and faster e.g. robust terms and conditions that are well known by the consultant and customer.

Terms and conditions have been reviewed and tightened. This is being updated regularly, including the narrative on documents and itineraries. Mitigating risk is important e.g. redefining refunds, as it protects all.

Advice about COVID-19 restrictions is constantly changing, so processes need to be in place to ensure staff know where to find this information as there are serious consequences if errors are made.

Businesses have reset by looking at different ways of operating, costs, efficiencies and automation.

Every core process has changed or been tweaked, and technology does not always support these changes.

Training providers

During lockdown learning moved online. Tutors required training to use the online tools, deliver lectures and make learning more interactive with activities. Orientation was needed for students to support the move to online learning. Apps and social media were used to keep in touch with students e.g. WhatsApp and Facebook

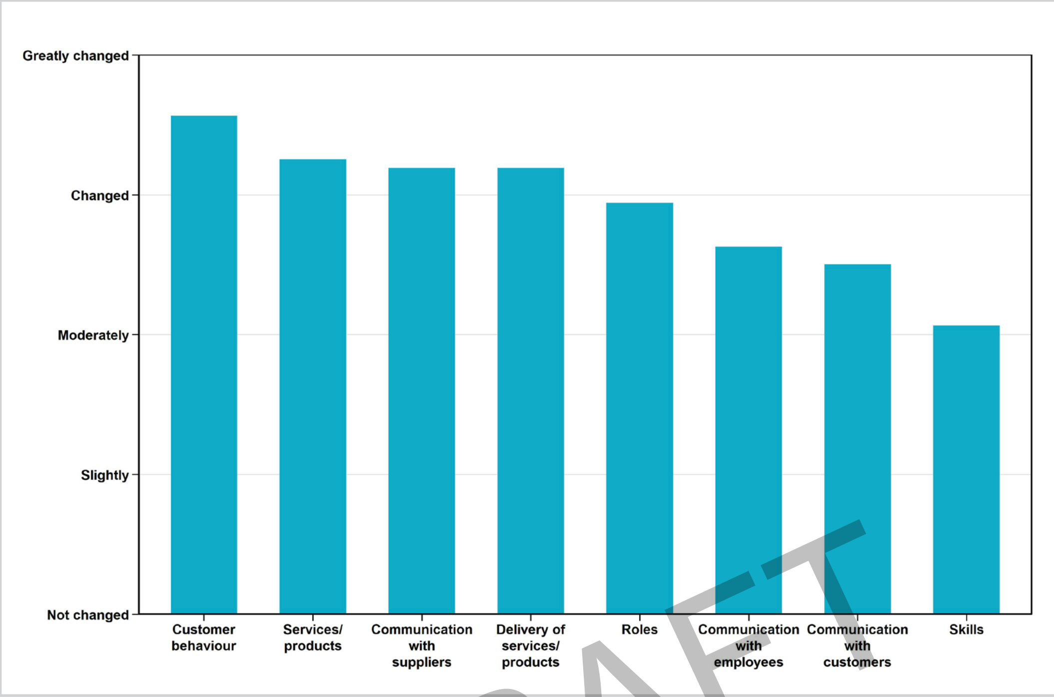


Figure 2. The extent of change the travel sector has felt since the arrival of COVID-19.*

3. Key drivers of future success for the travel sector

Industry

Retaining core and experienced staff, with the passion to move forward, is key to the future success of the travel sector. Travel businesses are likely to be smaller and leaner when international travel resumes but will re-employ staff as and when needed. When rebuilding, the sector needs to attract staff with good customer service skills and highlight the attractiveness of the industry i.e. the reasons why people work in it; the travel opportunities etc. and market this in the community to change perceptions. There is a realisation that employers need a competitive employment proposition, with wages and opportunities that attract job seekers back into the travel sector.

Flexible work conditions will help to attract and retain staff e.g. flexibility of work hours and remote working to create a lifestyle balance. Advisors will still need to be available and accessible when customers need them, so flexibility does rely on the discipline of when to work.

* Hinonga Kōkiri / Head Start Project COVID-19 Industry Response Survey – Travel sector respondents

The core competencies of advisors and their roles should be reviewed regularly. When borders reopen existing staff will need to be retrained and reacquainted with the skills they have i.e. the use of GDS, and New Distribution Capability (NDC). Re-establishing or maintaining networks is also a priority, building long lasting relationships with each customer, knowing they will travel again. This enables advisors to work with good loyal customers, where they can add value. Advisors must create a good customer base and know how they are going to market to this customer base, with the support of sales tools from the IT system to do this.

The travel sector needs to build on its reputation and position the value of travel agencies with customers. There is a need to be transparent about adding value and standing behind a fee structure with confidence. The travel industry could centralise 'How we manage' through a TAANZ platform and industry collaboration i.e. an industry plan, with consistency for retaining commissions, and finding other ways to add value, therefore increasing revenue streams and fees.

Revitalisation of supplier partnerships is critical, including reviewing their COVID-19 response to ensure future resilience. Suppliers have a role in retraining travel advisors with their product. Training portals would support agents staying up to date, with intranets that agents can use to access information. It is likely that suppliers will broaden their distribution channels, going direct to the consumer whilst also advocating via a travel agency for sales of their product offering. Working with airlines as soon as travel to Australia and Pacific nations open up will be the first step in helping travel brokers/agents gain exposure to travel again.

While border restrictions remain in place the travel sector has the opportunity to prepare ahead for the customer markets that are expected when the borders open: Baby boomers, millennials, cruise, luxury, adventure and volunteer travel.

Government

International travel recommencing is the main factor in the recovery of the industry. Without the ability to go overseas, the travel industry has little to offer customers and potential new employees. How border restrictions evolve over the coming months and years and how legislation and restrictions are communicated to the public and travel industry will strongly influence the recovery.

Government needs to understand the industry and have an outbound travel strategy, including rebuilding the workforce. There is concern that employees will be out of form if they choose to come back into the industry. Government support is needed to rebuild capability, including the retraining of staff, with funded new training modules.

On-job training

Annual reviews are needed on qualifications. The Level 4 Travel qualification is too long and at a junior level. It is mainly used for TAANZ bonding. Qualifications are needed to be recognised as a professional organisation, but training needs to be developed with more breadth of training options.

Development of short training modules, that are industry led, is suggested to develop the core competencies of travel advisors: customer service, building a loyal customer base, selling/consultation.

Retraining will be needed for the repositioning of the travel industry and pathways; including marketing, social media, finance, business development and account management roles.

Industry and supplier training could be incorporated more in qualifications i.e. core travel products for the retail market that advisors need expertise in e.g. Aussie specialist, Fiji Matai programme, CIAL cruise training and tour training. Qualification and resource developers could work with GDS (Global Distribution System) partners to help with training on the key tools being used and keeping up with changes. More skills development is needed for management of group travel and MICE (meetings, incentives, conferences, expos).

An on-job travel apprenticeship is suggested. It could be industry and brand driven with the programme including training and work experience in multiple areas of travel e.g. retail travel, business travel, wholesale travel and operations.

Managers / leaders would benefit from developing their skills in training core competencies. This could be achieved with train the trainer modules.

Training providers

Travel & tourism must remain viable within the education sector, however while the current qualification works for PTEs, it is not useful for the travel sector. It is currently weighted to customer service with a mix of tourism, hospitality and a bit of travel. Students coming out of this type of training do not understand retail travel is a sales role. More relevant and updated tertiary retail travel courses are needed.

A travel industry specific programme could include:

- Consultative engagement with customers to understand their travel needs and expectations.
- Negotiation skills and conflict resolution.
- Professional language; both verbal and written.
- Sales.
- Supply chain.
- Wholesalers.
- Customer cycle.
- Customer travel patterns.
- Confidence in reservation and GDS skills, airport codes and Microsoft suite.
- Hands on skills with technology.

Training providers should provide students with a clear understanding of the travel industry, what a travel advisor does and other roles available in agencies and head office i.e. wholesale, marketing, business development and finance.

In terms of general skills, graduates need personality, initiative and the ability to work autonomously. The travel sector would like training providers to focus on student preparedness, adaptability and coping with adversity. For future employability, learners need the ability to work and learn collaboratively, flexibly, with good communication and cultural understanding.

Communication and collaboration between providers and industry is a critical success factor that will enable educators to develop students to meet the needs of industry, with professional development opportunities growing capability. Networking events between the students and industry, industry visits, internships, and work experience opportunities will help to ensure students have greater understanding and are better prepared for travel roles.

Schools

There is a need to attract younger people into the travel industry to ensure there is a talent pipeline to support its recovery. Marketing should highlight that it is an exciting and rewarding industry, communicate why people work in it and what is available across the industry. Advertising potential career paths will be important over the coming years. Secondary schools career advice should provide an understanding of the breadth of roles in the travel sector, not only the travel agencies, but head offices with wholesale and business functions i.e. marketing, social media, finance, business development and account management.

Schools can prepare students for the travel sector by developing service industry skills i.e. customer service skills and soft skills. More communication between schools and the travel sector would help build understanding of the skill needs of the industry and how these have changed since COVID-19.

4. Skills needed to support the travel sector recovery

Changes in skills and roles

As a result of businesses downsizing, there has been more cross-skilling; remaining staff have broader roles. The need for multitasking is likely to continue.

When international border restrictions were put in place travel agents changed from selling international travel to processing cancellations and refunds. More time is being spent understanding liabilities, disclaimers, and terms and conditions as rules around overseas travel are constantly changing. Different countries have different legislation, documentation and border rules adding complexity to travel and transit arrangements.

Roles require legal knowledge on the Fair Trading Act, Consumer Guarantees Act, commercial and contracts law and the new Privacy Act 2020 (accessing personal data, obligations around PCI DSS credit card information and security).

Roles have needed to adapt to sell new domestic travel products and meet new customer expectations, keeping them happy through customer service and adding value.

Changes in the importance of skills

Both vocational and soft skills have increased in importance since COVID-19 including:

- Knowing how to consult through change of consumer terms and conditions including force majeure, non-refundable commissions.
- Clear communication and reassurance from agent to customer is more important. Customers are looking for a sense of expertise and reassurance around terms and conditions and protection while travel risk remains high.
- It is more important for travel agents to understand what it will be like to go through airports, travel on planes under restrictions etc. so they can provide customers with clarity about the travel experience.
- Active listening and maintaining empathy.
- Learning to communicate differently, influencing, confidence in adding value.
- Agility to upskill, in real time on the job, for urgent operational and process changes.
- Acting with speed and being resourceful and efficient using online tools to get the latest information has become highly valuable.
- The ability to seek out information, to use resources and databases to find answers to questions, especially when working remotely. Consultants are having to be more resourceful and multitask, and this will continue.
- Understanding GDS (Global Distribution Systems) and reservations systems. Background knowledge on travel booking platforms like Expedia.
- Digital capability/technology skills e.g. Zoom/Teams, knowledge and use of online software and social media platforms, Microsoft 365 platforms, Gantt planner software.
- Travel advisors becoming their own brand, needing to grow and work their database. Being able to work independently with self-discipline and managing their work life balance, managing breaks better and separating from technology.
- People management skills.
- Strategic management and change management.
- Commercial/ business acumen.
- Directorship responsibility.

New skills needed

- Understanding border restrictions and keeping up with changes.
- Domestic travel knowledge.
- Understanding why and how people travel. i.e. travel to more singular destinations will require more depth of knowledge of the destination. High end travel needs more thought around destination choice.
- Understanding professional skills and how to transparently charge a professional travel advisory fee.
- Use of Customer Relationship Management (CRM) tools for streamlining workflow including customer profiles, communication, and sales.
- Mental wellbeing and resilience.

Skills shortages

The travel sector reports low levels of skills shortages since COVID-19 and has very low reliability on the skills of migrant workers. Their main concern is with so many redundancies, it is going to be challenging to get capability back when travel restarts. The travel industry needs to be attractive both internally (to retain) and externally (to attract) people, with benefits including attractive remuneration, personal and professional development, and educational travel experiences.

Job candidates with customer service experience and good customer communication skills are generally highly sought after. The ability to talk to people is a key attribute needed in the travel sector.

Travel businesses are likely to offer contractor roles initially as the borders reopen. Business models and commercial support will be required for these travel advisor contractors.

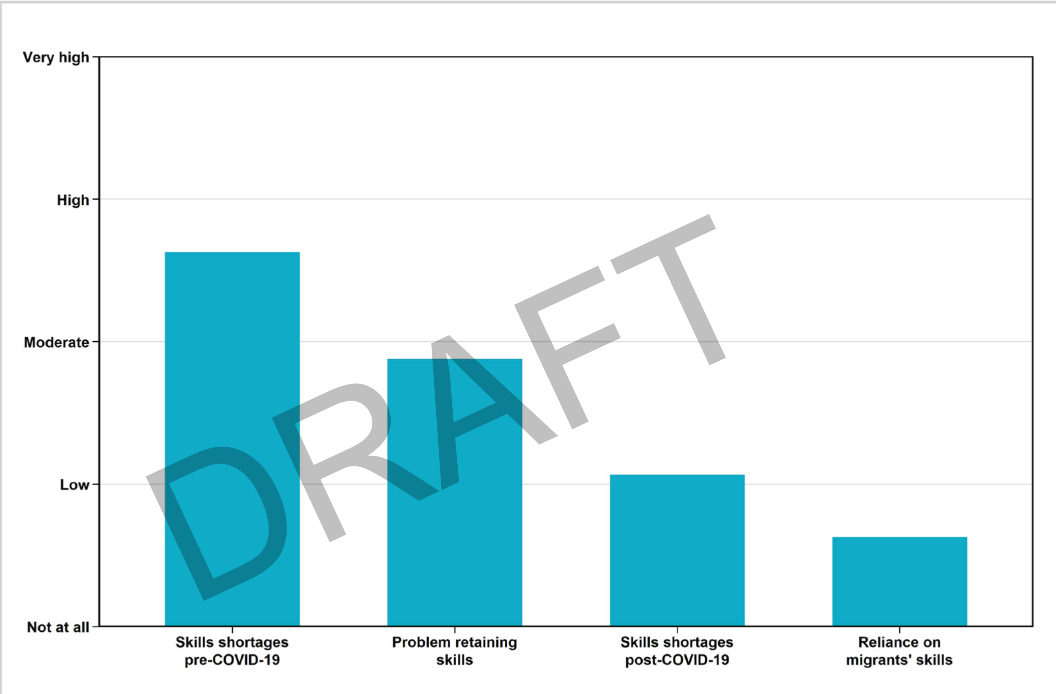


Figure 4. Rating of major skills shortages identified in travel sector focus groups.*

* Hinonga Kōkiri / Head Start Project COVID-19 Industry Response Survey – Travel sector respondents

5. Skills initiatives and solutions to support the sector over the next two years

How to get the skills

- Cross skilling and upskilling existing staff.
- On-job, funded, short skills training modules.
- Online training.
- Travel apprenticeships.
- Ideally get staff back who were let go, as reskilling will be easier and quicker to implement than recruitment.
- Recruit and train new staff.
- Internships and work experience for travel students.

Support needed

Support is needed to give customers confidence to travel again. Government and suppliers must support the travel sector to help it recover and customers regain confidence.

Software or an app for creating travel itineraries with live updates would be helpful. The idea being that as soon as COVID-19 alerts or travel restrictions change in a country someone is travelling to; they receive an alert e.g. on their phone. This would be useful for the industry moving forward.

The travel sector would like short training modules developed and funded to support professional training including:

- Core competencies such as
  - Resilience.
  - Communication skills.
  - Active listening.
  - Consultative engagement.
  - Sales, selling yourself and then the product.
  - Confidence.
  - Reassurance, navigating customers through travel fear factor.
  - Multitasking.
  - Resourcefulness.
  - Problem solving.
  - Cancellation and refund processes.
- Group travel management skills for MICE (meetings, incentives, conferences, expos)
- Leadership and management skills to develop core competencies in staff.

Travel sector employees need to be able to show expertise to customers, so a qualification should reassure customers that a travel agent has worked hard, is knowledgeable, thorough and is a trustworthy source.

Development of a travel apprenticeship programme would grow the knowledge and capability of the travel sector and raise its profile as a professional industry. It would become a recognised professional qualification of expertise.

In the longer term a "Travel Professional" framework could be developed that requires ongoing upskilling of the travel sector workforce.

Training needs

- Upskilling of people coming back into industry.
- Attracting and training people new to industry with a funding system for travel retailers to take on new staff.
- Redevelopment of travel qualifications to incorporate more breadth in training options and industry/supplier training.
- Tools being used are constantly evolving so more regular on-job training in specific tools used such as reservations systems, GDS etc. would be helpful.
- Education providers can help build business knowledge as this is a key vocational skill. Teaching business subjects using a travel lens can help to grow business acumen in the travel sector.

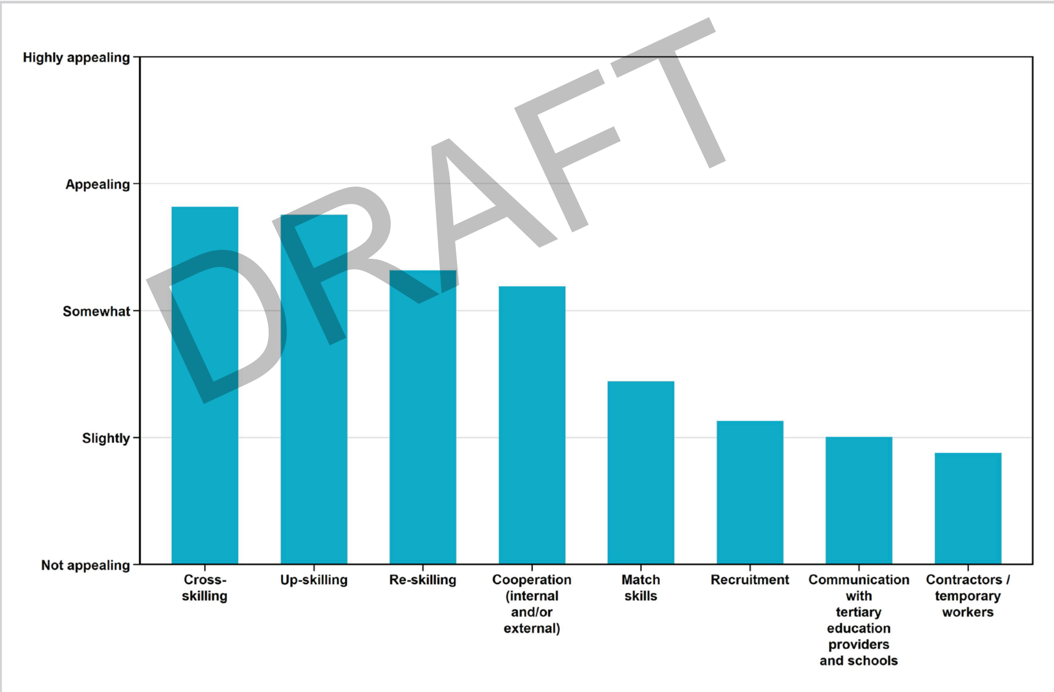


Figure 5.1. COVID-19 recovery strategies that will be considered by the travel sector.*

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* Hinonga Kōkiri / Head Start Project COVID-19 Industry Response Survey – Travel sector respondents

Learning pathways

- Career pathways from school through to travel advisor apprenticeships and a continuous professional development framework.
- Reposition the travel industry, with pathways including the breadth of travel sector roles.
- On-job learning and placements following qualifications to solidify learning and provide specific travel knowledge that is not currently taught in tertiary travel and tourism courses.
- Internships, work experience, industry visits linked to learning, industry guest speakers and career days can all be used to encourage learners into a career in the travel sector. Industry employees generally have a personal connection to travel; highlighting travel opportunities will appeal to young people especially.

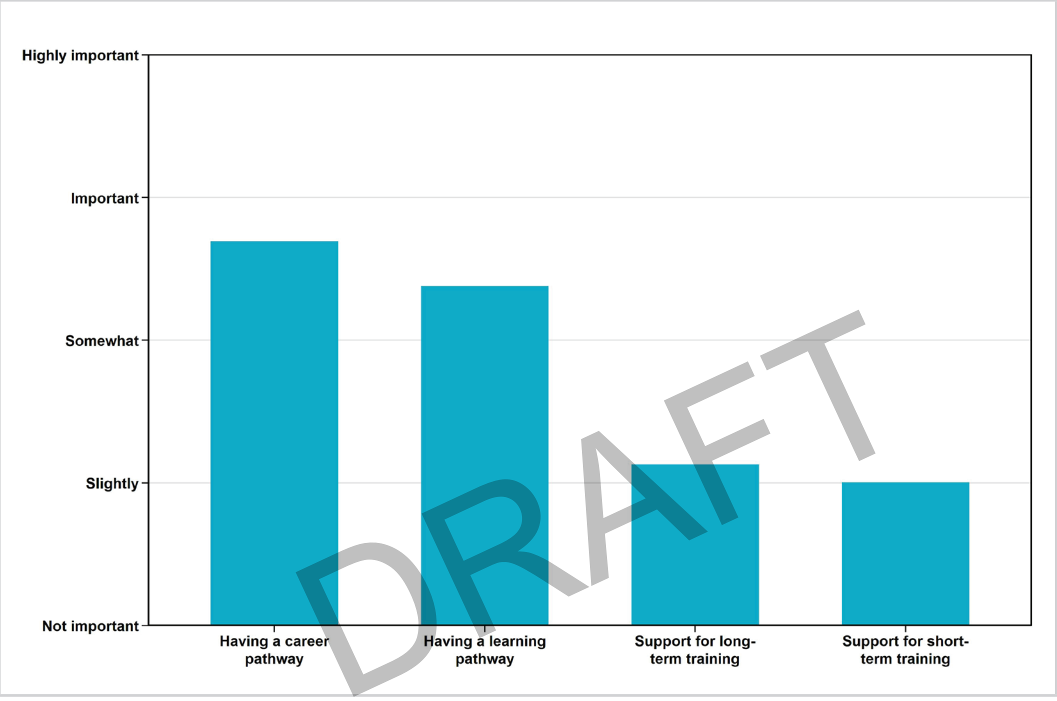

Figure 5.2. The importance of training and pathways.*

* Hinonga Kōkiri / Head Start Project COVID-19 Industry Response Survey – Travel sector respondents

Post COVID-19

The travel sector is intending to keep most of the changes they have implemented since COVID-19 and while there are some concerns around people and capability post COVID-19, the sector is fairly confident in their ability to return to full operations within a short time.

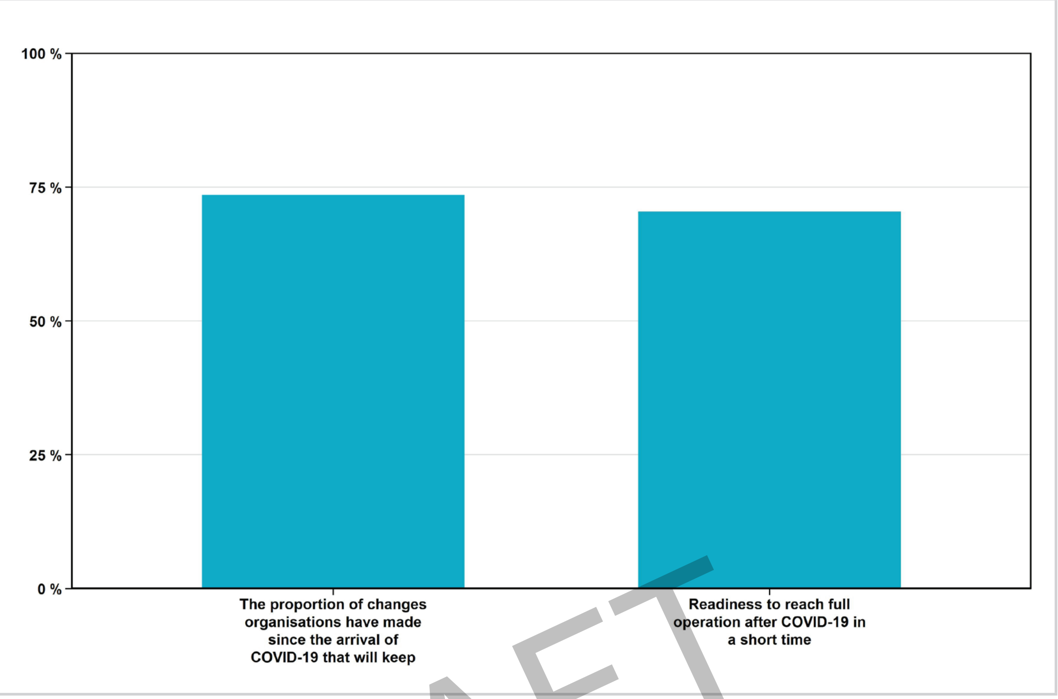

Figure 5.3. Operational stability and agility of the travel sector when COVID-19 border restrictions end.*

* Hinonga Kōkiri / Head Start Project COVID-19 Industry Response Survey – Travel sector respondents

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